



**THE ASSISTANT SECRETARY OF THE NAVY**

Research Development and Acquisition

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MEMORANDUM FOR DISTRIBUTION

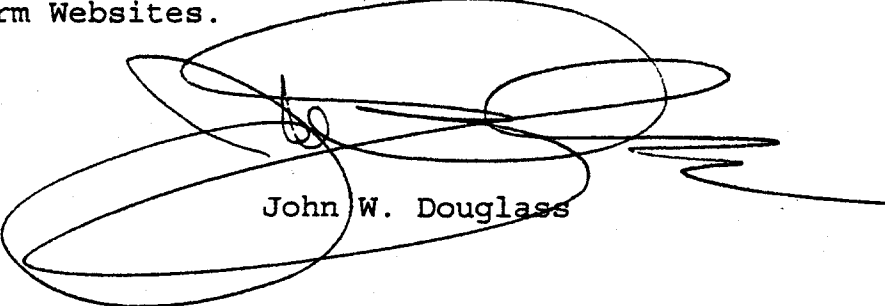
Subj: DEPARTING PROGRAM MANAGER INNOVATION DIALOGUE

Encl: (1) Dialogue Guide

In order to take full advantage of the wealth of knowledge, experience and insights of our departing Program Managers, I am initiating a new element in the debriefing and departure process for all outgoing ACAT I and II Program Managers and a representative sample of ACAT III and IV Program Managers. Innovation Dialogues will help us capture lessons learned and improvement opportunities identified by our program leaders. These meetings will provide us with a valuable source of innovation ideas as well as enable us to focus our strategic planning and reform efforts on high payoff initiatives.

Within 60 days of departure, I ask all ACAT I and II Program Managers to schedule a 90 minute interview with the Acquisition Reform Office. System Commanders and Program Executive Officers should select an appropriate sample of departing ACAT III and IV Program Managers to participate in this process. These dialogues will focus on identifying process improvements, building on the "Change Through Ex-change" idea that was first employed last year. Enclosure (1) provides a preliminary set of questions to guide this exchange.

The information gathered from these meetings will contribute to prioritizing our acquisition reform initiatives as well as the implementation activities for the Acquisition Center of Excellence (ACE). Additionally, this information will be made available to the acquisition workforce through both the ACE and Acquisition Reform Websites.



John W. Douglass

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## DIALOGUE GUIDE

1. What innovations did you introduce during your tenure as Program Manager?

- When introduced? (Program phase)
- Results
- Critical success factors
- Lessons learned
- POC for additional information

2. What are the barriers which hinder effective implementation of either these innovations or others.

3. What do you consider your greatest process improvement related program success?

4. What are the most significant lessons learned and insights that you would pass on to other Program Managers?

5. What tools, process changes, etc., would have made your job easier/product better?

6. If you were "King for a day," what actions would you take to improve the acquisition process?

Enclosure (1)